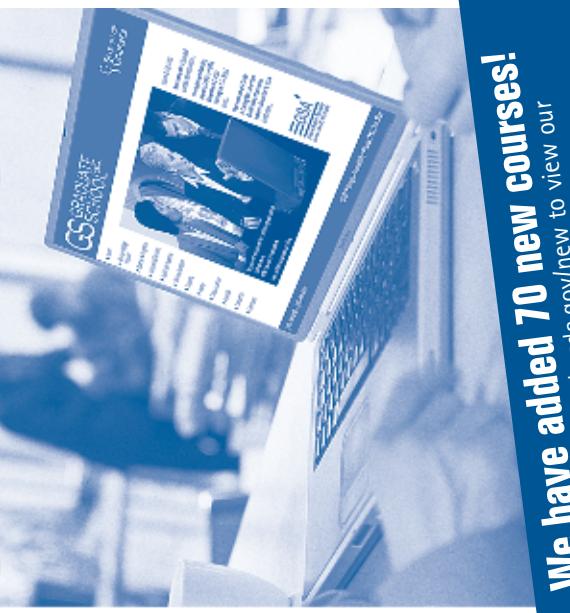


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Events in Your Area

Facilitator Workshop

Take this course to develop your own style of facilitation by learning group dynamics and strategic management of decision making and problem solving.

Course Code: TDEV8120D

Tuition: \$825

March 29 - April, 1, 2005, San Diego, Calif.

Introduction to Supervision

This flagship course reflects the latest trends and changes for supervisors and managers in the federal workforce and provides the skills and tools necessary to meet their responsibilities.

Course Code: SUPV7001D

Tuition: \$1,095

April 18-22, 2005, San Francisco, Calif.

Leadership Essentials

In this important course for supervisors, managers and others in influential positions, you learn the difference between leading and managing and explore proven techniques to communicate effectively.

Course Code: MGMT7020D

Tuition: \$745

March 21-23, 2005, San Francisco, Calif.

Leadership Skills for Non-Supervisors

This course is designed for those who want to enhance their leadership abilities. Learn the essential skills to gain the respect and support of others.

Course Code: ADMB7006D

Tuition: \$495

March 23-24, 2005, San Diego, Calif.

**For more information on
Graduate School, USDA
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www.grad.usda.gov.**

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NEWS

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January - March 2005

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Upcoming programs

The Graduate School, USDA will exhibit at the following upcoming conferences:

American Society for Military Comptrollers
National Guard PDI
Indianapolis, IN
March 6-11, 2005

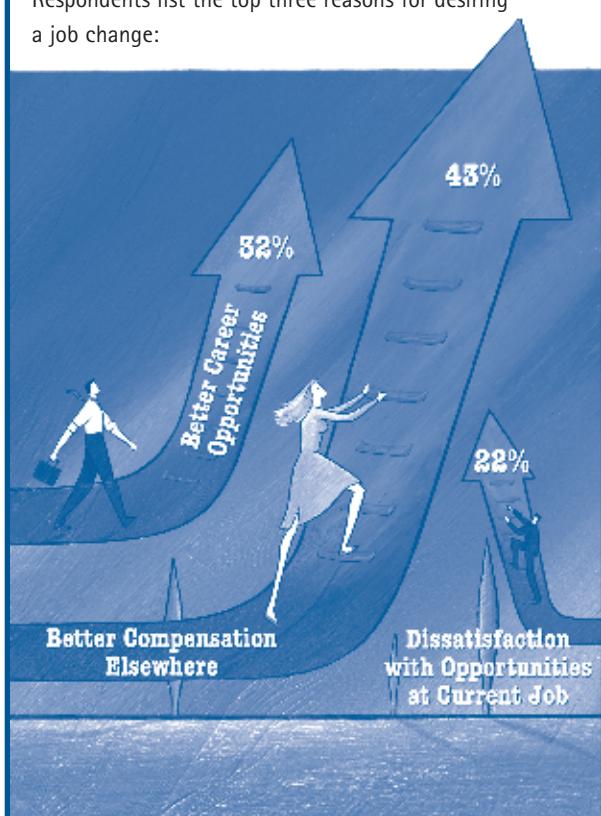
FOSE
Washington, D.C.
April 5-7, 2005

Training Officers Conference
Williamsburg, VA
April 17-20, 2005

STATS

Moving on in the Jobs Recovery

According to the new 2004 U.S. Job Recovery and Retention Survey by the Society for Human Resource Management and *CareerJournal.com*, 75 percent of all employees are looking for new career opportunities. Respondents list the top three reasons for desiring a job change:



"During a poor economy, employees tend to stay put," says Tony Lee, editor in chief, *CareerJournal.com*. "As the economy improves, interest in jumping ship rises dramatically among employees who are ready to earn more money and find enhanced opportunities for advancement." Human resources professionals predict that most of the resignations will come from nonmanagement (69 percent) and middle-management (19 percent) positions.

CareerJournal.com

GS Delivers Masters Degree Auditing Classes

Two candidates for the Master of Science in Management-Public Sector Auditing degree (MSM-PSA)—offered by the Graduate School's Government Audit Training Institute in partnership with Thomas Edison State College—recently completed a one-week compressed core of courses called Special Focus in Public Sector Auditing at the Graduate School. Thomas C. Cline, assistant inspector general for audits at the Federal Communications

Commission, and Terry E. Young, auditor, USPFO-DE Internal Review Division with the Delaware National Guard, will receive their degrees in October 2006 from Thomas Edison State College.

Designed with input from the government auditing community, the degree incorporates academic course work with training and practical experience related to professional competencies in management, leadership and performance auditing. Thomas Edison State College offers the leadership and management core online, and the Government Audit Training Institute teaches the public sector auditing track in the traditional classroom setting. The degree requires 36 credits.

Students express enthusiasm for the MSM-PSA program. Cline noted the "useful and desirable mix of executive/leadership teaching along with the technical aspect of managing in an audit environment." He particularly liked the convenience of the intensive course design for the Graduate School classes, allowing him to maximize credits yet minimize impact on job and family.

GS Provides Leadership Training for Federal Addiction Program

Beginning with a pilot program in October 2003, the Graduate School's Center for Leadership and Management has conducted six four-day leadership institutes nationwide for the federal government's Addiction Technology Transfer Centers (ATTC). The Graduate School has designed customized leadership skills training for the 15 ATTC staff members attending each institute. We plan to provide this leadership institute to all of ATTC's 14 regional centers, including Puerto Rico.

Training objectives include the enhancement of personal skills by employing the Graduate School's Leadership Effectiveness Inventory and the development of interpersonal relationships through partnerships and coalitions. The sessions also address team skills and organization development. There is extensive use of Blackboard® as a learning tool to expand the traditional classroom experience.

The leadership institute teaches ATTC staff members to use the Leadership Effectiveness Inventory and the Myers-Briggs Type Indicator as assessment tools to match mentors with protégés.

Chosen competitively for each program, the participants represent leaders of the future in addiction prevention outreach and possess expertise in the social science of addiction control. The Department of Health and Human Services provides the facilities for the program, and Graduate School faculty member Nancy Rosenshine delivers the training. Senior Program Manager Gary Dzurec provides on-site program management. Client Relations Manager John Peppard has contacted other groups within the ATTC network, including Hispanics and Native Americans, about customized sessions of the institute's curriculum.

A Change in Format for Three Long-term Training Programs

The Graduate School's Center for Leadership and Management has honed three of its long-term training programs to make them more convenient and affordable for more customers. The shortened programs are designed to provide a more intensive learning experience. Beginning in the spring of 2005, the Aspiring Leaders Program, for federal employees at the GS 5-7 levels, will be a non-residential program lasting 90 days instead of six months. Secondly, the Human Capital Management Leadership Program for GS 11-13 employees will be a 90-day non-residential program. Thirdly, GS 11-13 level employees may enroll in the residential Executive Leadership Program that has been reduced to nine months from one year. These changes will lessen travel and per diem costs as well as time away from the participant's office and family. The new schedules will also permit additional sessions.



MSM-PSA degree candidates Thomas C. Cline and Terry E. Young receive instruction in information systems auditing from Graduate School faculty member Paul Hoshall.

Faculty Profiles



Robin Anderson

Born, raised and educated in Ohio, Robin Anderson has taught in the Graduate School's communications curriculum for 25 years – both in the Buckeye state and nationwide. Her students widely praise her teaching ability, and under Robin's guidance, they rapidly improve their public speaking and presentation skills. Recently, Robin has taught our instructor training, listening and memory development,

and stress management courses. Her advanced instructor workshop, which focuses on delivery techniques, has benefitted many new teachers. She is also instructing consultants on how to deliver training.

Robin has plied her trade elsewhere in the federal government. She developed the Life Leadership through Management program for the Defense Logistics Agency and the Train the Trainer program for the Office of Personnel Management, where she has also taught for 25 years. She has conducted courses for the Customs and Border Protection Service, incorporating the guidelines that the Department of Homeland Security uses in its PowerPoint presentations.

In 1969, Robin was a freshman at Kent State University. In the memorable year that followed, the student body protests against the Vietnam War resulted in riots and deaths at the school. Robin received her undergraduate degree from Miami University in Oxford, Ohio. Married and teaching high school in Cincinnati, she earned a masters degree in communications from the University of Cincinnati. This was a self-designed program, for at the time no graduate communications program existed at the university.

After hours, Robin enjoys golf, gardening and volunteer activities like the Professional Development Center, which assists women in preparing to enter the workforce. She has also been president of the American Business Woman's Association, which has both a national and an international reach. Robin has two grown children, a son and a married daughter.



Richard Blancato, Jr.

A native of Calvert County, Maryland, Richard (Pete) Blancato lives today in neighboring Ann Arundel County. For the past five years, Pete has taught in all areas of the Graduate School's information technology curriculum. He excels at communicating with his students, partly because of his natural interest in and deep familiarity with the technology field.

Currently, Pete is teaching courses in Web design, digital graphics, HTML and PowerPoint. Pete has other roles at the School: he has served as an assistant to the Technical Review Council, has helped design the WebMaster Certification Program and has worked in network security for the Graduate School.

Beyond the Graduate School, Pete works for Accurate Computer Services, a firm his mother founded that specializes in network design and training. He expresses some amazement that he is in technology for his family's background is in law enforcement. Academically, he is a student at University College, University of Maryland – the Baltimore campus.

On the advice of his girl friend, who is a real estate agent, Pete recently purchased a house. Because he enjoys construction and learning about building, Pete intends to tear down the house and erect a new one. Water sports, fishing and travel are his other major interests.



Robert Denning

For more than a decade Robert Denning has juggled several positions – at the Graduate School and elsewhere in the federal government and at two businesses he has established. He joined the Graduate School faculty in 1989 and presently teaches in three curricula: personal enrichment; communications; and executive, management and supervisory. Recently, he taught the Briefing Techniques course to a

class at the U.S. Air Force Academy. From his residence in a Denver suburb, he has traveled to San Antonio, New Orleans, Phoenix, Los Angeles, San Francisco and other western locales to deliver training for the Graduate School.

Robert enjoys teaching, and his ability to develop or tailor a course quickly to meet a client's needs has been an invaluable asset for the School. This past year he taught four versions of Introduction to Supervision for the new Transportation Security Agency (TSA). To understand the needs of the TSA managers and supervisors he toured two major airports. TSA training often takes him on the road for a two-week stretch. Robert also developed a one-day Team Leader Training seminar for the Federal Communications Commission management meeting in Denver.

Robert's interest in woodworking impelled him to establish his own company, Works of Wood. WOW is a home remodeling business in the Denver area. He also formed a training business called Tivot Institute, where he holds seminars and teaches leadership and communications skills.

Robert earned a bachelor of science degree in public relations from Drake University in Des Moines, Iowa. After working for several years as a sales representative for Phillip Morris, he entered graduate school in communications at the University of Colorado at Boulder. He returned to Phillip Morris for seven more years as the corporation's youngest division manager.

Married, Robert has two children, two stepchildren and two grandchildren.



John Zottoli

Recipient of the Graduate School Executive Award

John Zottoli values his fifteen years of teaching Graduate School students in the human resources curriculum and his long tenure on the Evening Programs' Personnel Administration Certificate Advisory Committee. He enjoys contact with the students, for he feels they provide a window to the rest of government and to the private sector. This role takes him beyond his work as a human resources specialist at the Office of Personnel Management.

Raised in New York City, John received a doctorate in public administration from the University of South Carolina. He has had government assignments in other cities, including Boston and Chicago. He also serves as president of Local 32 of the American Federation of Government Employees. This is an all-consuming task but with rewards. "As a local union president, I get to see federal human resources management from a unique perspective. The students in my classes love to hear stories about union cases and issues."

John is an enthusiastic supporter of Blackboard as a learning tool. He has incorporated blended learning in all the human resources classes that he teaches for the Graduate School. Not only can blended learning save class time for students, but John discovered an extra plus. Student interaction on a Blackboard Web site provides clues on what to discuss – sometimes controversial topics – in the classroom. He feels that because so much work on federal human resources management is now on Web sites, these sites now serve as valuable textbooks.



Executive Potential Program Graduates Enter Masters Program

For recent graduates of the our Center for Leadership and Management's Executive Potential Program (EPP) will soon receive a master of science in management (MSM) degree from Thomas Edison State College. In an agreement between the two institutions, Thomas Edison State College awards EPP graduates 12 credits toward their MSM degree. Students take the remaining 24 credits in a management and leadership core, which is online through Thomas Edison State College. The online format provides students the opportunity to study on their own schedule without attending classes.

The EPP graduates are: David Bounds, Department of Transportation; Anne Easton, Office of Personnel Management; John Ster, General Services Administration; and Linda Sudi, Department of Defense Education Activity.

EMS Curriculum Focuses on Leadership Needs

The Graduate School's executive, management and supervisory curriculum addresses the roles of individuals in their organization's framework. Our Center for Leadership and Management provides courses and programs designed to fill the training needs of all employees, whether executive, manager, supervisor or individual performer. Often several levels of management benefit from the same class.

The Center has designed a curriculum that is based on three tiers – leadership competencies (ECQ's), leadership practices and leadership challenges. The foundation courses focus on the 27 competencies that make up the federal government's executive core qualifications. A new course, Introduction to Management, considers challenges leaders face, including how newly-appointed managers delegate authority in areas where they lack technical expertise.



The Graduate School's Human Resources Advisory Board meets regularly to review curriculum needs and changes.

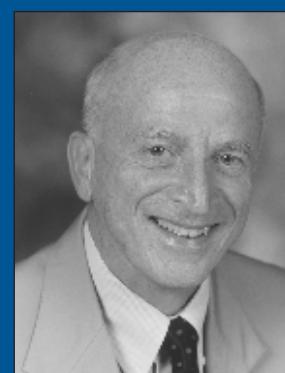
In Memory

The Graduate School mourns the death of two longtime faculty members.

Stanley Baer began instructing at the Graduate School in 1978 when he substituted for another faculty member in the Evening Programs curriculum. Since then he had taught proofreading and editing to hundreds of our students. His last proofreading course ended in mid-November. Stanley died November 22, 2004.

Donald J. Senese served two terms on the Graduate School's General Administration Board. He also taught our Congressional Operations course in the mid-to-late 90's. Donald received a doctorate in history from the University of South Carolina. In Washington, he was an Assistant Secretary of Education and a senior research assistant for the Republican Study Committee on Capitol Hill.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Today's workforce requires individuals who possess up-to-date training and skills. To meet these needs, the Graduate School, USDA continually creates new courses and revises existing ones. For instance, we recently redesigned our human resources curriculum to include a human capital management sub-curriculum consisting of 13 courses, four of which are new. Many stakeholders participated in the course selection process.

To maintain a curriculum that is contemporary, the School taps the knowledge of an advisory committee composed of experts in federal human resources management. This Human Resources Management Advisory Committee meets regularly to review the curriculum's content and progress and to determine how the School can meet the needs created by emerging initiatives and training requirements.

Averaging 25 years of experience in various human resources disciplines, our professional staff not only provides input regarding curriculum changes but also attends conferences and meetings of professional associations in the human resources field. The School is a member of the International Public Management Association, the Society for Human Resource Management, the National Association of Retired Federal Employees and the American Society for Training and Development, as well as federal executive boards and regional human resources organizations. We use these contacts to ensure the currency of course content.

Finally, we turn to our client relations staff for information they have gleaned from outside sources and to our existing students and faculty for direct feedback.

Launching a new course requires a team effort by the School's staff and faculty. The human resources curriculum staff outlines course requirements. The Curriculum Product and Development staff devises a project plan, sets course standards, names a course designer and, along with designated subject matter experts and the curriculum staff, produces the course. After we complete the initial design, we offer the course in piloted form, modify it if necessary and then add it to the School's product inventory.

The School's new course development has achieved significant success in the federal human resources community. In human resources training we will always work toward the goal of being the provider of choice.

Dr. Jerry Ice

NEWSbriefs



Graduate School Holds Reception for SES Candidates

On December 14, 2004, the Graduate School, USDA held a reception to honor the graduates who had completed the Senior Executive Service (SES) program within the Department of Energy. Executive Director Jerry Ice congratulated the 18 individuals. The Graduate School facilitated the SES program – the announcement and selection processes and the yearlong training. Norma Ford was the program manager.

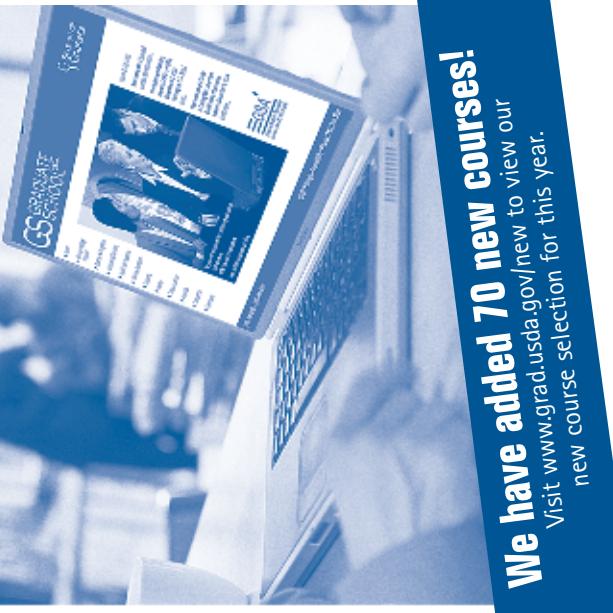
THINQ Conference Honors Graduate School

At its annual customer conference in Baltimore, October 25, 2004, THINQ Learning Solutions, Inc. presented its THINQ Ascendance Award for Best Business Impact 2004 to the Graduate School, USDA. The award recognizes the impact and success of our e-learning programs in achieving our business goals. THINQ Learning Solutions provides learning management software to organizations with more than 1,000 employees.

Graduate School Plans Foundation Retreat

For the past five years the Graduate School's Philadelphia field office has delivered a teambuilding retreat for the John A. Hartford Foundation. Located in New York City, this mid-level foundation specializes in grants dealing with the health care of our aging population. Fifteen Hartford staff members attend the retreat, which focuses on a front-end analysis of the foundation's programs. Client relations manager John Peppard developed the relationship and designed the basic structure of the retreat. Faculty member Shelley Price deals with the specific agenda and delivery. The next retreat is scheduled for April 11, 2005.

What's new at **grad.usda.gov?**



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Events in Your Area
Emotionally Intelligent Leaders
This program will help participants develop the emotional intelligence competencies required for a position of leadership and cultivate emotional intelligence in their organizations.

Course Code: LEAD8007L
Tuition: \$895
March 14-15, 2005, Washington, D.C.

Executive Survival Skills

This five-day seminar addresses the issues challenging today's federal leaders, and participants receive a survey of the technical, practical and theoretical aspects of leadership.

Course Code: EXEC9901L
Tuition: \$1,875
March 21-25, 2005, Washington, D.C.

**Introduction to Management
(formerly Management Development)**

This course is for federal employees who desire to develop strong management skills.

Course Code: MGMT7099D
Tuition: \$1,095
April 4-8, 2005, New York City, N.Y.

Washington Executive Seminar

This 10-day seminar meets the specific Office of Personnel Management requirement for Senior Executive Service candidates to participate in an 80-hour interagency training experience.

Course Code: EXEC9904L
Tuition: \$3,175
May 16-27, 2005, Washington, D.C.

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The Graduate School Newsletter is published monthly by the Office of the Executive Director for faculty, committees and friends of the Graduate School. Correspondence concerning the newsletter may be addressed to the Communications Office, Suite 270, 600 Maryland Ave. SW, Washington DC 20024-2520. E-mail: pubaffairs@grad.usda.gov. Printed on recycled paper. Editor Ellen Bates; Graphic Design Marlin Design; Production Manager Berita Scott; Distribution Coordinator Zenobia Proctor.

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Introduction to Supervision

This flagship course reflects the latest trends and changes for supervisors and managers in the federal workforce and provides the skills and tools necessary to meet their responsibilities.

Course Code: SUPV7001D

Tuition: \$1,095

May 16-20, 2005, New Orleans, La.

Jump-Starting High-Performing Teams: The Fundamentals

This course provides both team leaders and team members the essential skills for establishing healthy group dynamics and developing a strong team.

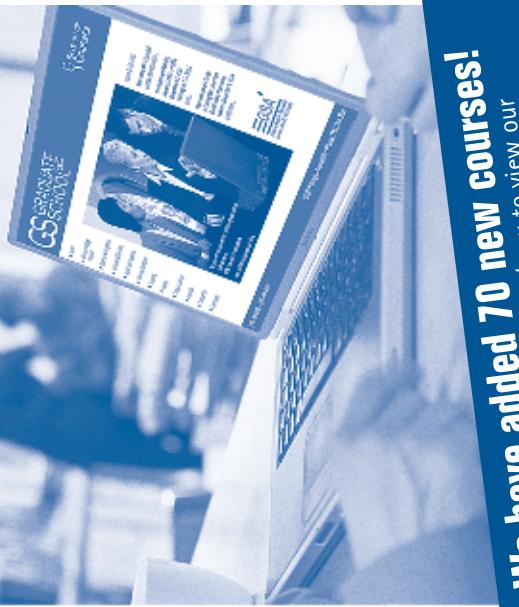
Course Code: TDEV7021D

Tuition: \$575

March 24-25, 2005, Kansas City, Mo.

We have added 70 new courses!

Visit www.grad.usda.gov/new to view our new course selection for this year.



Graduate School and University of Kansas Partner for Certified Public Manager Training

The Graduate School has signed an agreement with the University of Kansas, in which federal employees in Kansas may enroll in the state certified public manager program and take Graduate School courses online to qualify for the federal certificate. Only the Graduate School offers certified public manager training for federal employees. Most federal employees live and work outside of Washington, D.C., and this pilot program, if successful, could be expanded to other states.

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